

# Integrated Landscape Management Tool Guide

Companion to “A Practical Guide to Integrated Landscape Management”

Version 1.0 - 2022



1000 Landscapes for 1 Billion People  
*Sustainable landscape solutions for people and planet*

# Acknowledgements:

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**All of the following collaborated in the development of this**

## Guide:

Adamou Ali Zoubeirou: Addax Company

Louise Buck: EcoAgriculture Partners

Patricia Bon: EcoAgriculture Partners

Zina Burgers: Commonland

Derek Caelin: Tech Matters

Delaina Castillo: EcoAgriculture Partners

Deesha Chandra: Landscape Finance Lab

Paul Chatterton: Landscape Finance Lab

Roos van der Deijl: Commonland

Tom Derr: EcoAgriculture Partners

Guilherme Fraga Dutra: Conservation International

Willem Ferwerda: Commonland

Sarah Forrester-Wilson: Landscape Finance Lab

Steve Francis: Tech Matters

Jim Fruchterman: Tech Matters

Lily Hamilton: EcoAgriculture Partners

Scott Henderson: Conservation International

Michael Keller: EcoAgriculture Partners

Phemo Karen Kgomotso: UNDP

David Kuria: Kiambu County, Kenya

Lisa Markslag: EcoAgriculture Partners

Elvira Marin Irigaray: Asociación AIVelAI

Edward Millard: Rainforest Alliance

Corinne Moser: Rainforest Alliance

Simon Moolenaar: Commonland

Sophie Persey: Rainforest Alliance

Juan Carlos Ramos: EcoAgriculture Partners

Natalia Ruiz Guevara: The Latin America Model Forest Network

Martha Isabel Ruiz Corso: Grupo Ecológico Sierra Gorda

Sara Scherr: EcoAgriculture Partners

Seth Shames: EcoAgriculture Partners

Shannon Sutherland: EcoAgriculture Partners

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# The 1000 Landscapes for 1 Billion People Initiative

In 2019, a group of organizations came together with the shared belief that Landscape, Waterscape and Seascape Partnerships (collectively called LPs) can deliver powerful solutions that boost livelihoods, conserve biodiversity, restore ecosystems and counter climate change and food and water insecurity.

From this mutually shared belief, the 1000 Landscapes for 1 Billion People (1000L) initiative emerged as a radical collaboration of change agents united to support LPs in achieving their goals. By joining together through long-term LPs, local people and communities can connect with and influence governments, policy, social movements, markets and finance and contribute to systemic solutions for achieving the Sustainable Development Goals (SDGs).

## The Practical Guide to Integrated Landscape Management and Accompanying Tool Guide

In August 2022, 1000L released [A Practical Guide to Integrated Landscape Management](#). The guide offers LP conveners, facilitators, leaders, members and supporters a roadmap for understanding and executing ILM. It provides a generic, locally adaptable, conceptual process framework and guidance for implementing ILM processes at the local and regional scales.

A companion to the [Practical Guide](#), this *Tool Guide* is a compilation of more than 100 practical tools and resources that support collaborative landscape planning and action. The guide's purpose is to equip practitioners in the field with usable, practical tools and resources they may use to carry out ILM.

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# Introduction

All around the world, communities face critical challenges to their well-being, economies and nature because of land, watershed, forest and biodiversity degradation and climate disruption. In response, many communities are forming coalitions to regenerate their sea-, water- or landscape. Visionary leaders from many sectors and groups are joining together to create new approaches that cultivate a regenerative economy, human welfare and healthy nature. Together, they are collaborating to manage their lands through an approach we call “integrated landscape management,” or ILM.

## Purpose of Tools

Each landscape, seascape, watershed, territory or jurisdiction is unique and requires ILM interventions tailored to a place’s specific circumstances. However, despite their distinct nature, landscapes everywhere encounter common challenges to meaningful cooperation. The [1000L Practical Guide to ILM](#) provides the conceptual process and useful guidance necessary to make collaborative action for ILM easier, while this companion Tool Guide offers a diverse set of functional hands-on tools and resources to apply ILM.

This Tool Guide includes more than 100 curated tools and resources recommended by [1000L partners](#) to support coordinated landscape planning and action. In particular, the tools offered here will equip LPs to operationalize ILM elements and achieve the key outputs



described in the [Practical Guide](#). We created this catalog from a global inventory based on several criteria: ease of use, low cost, accessibility, minimal technical capacity required and relevance to a broad range of landscape initiatives. This list will continually evolve as new tools are developed or improved.

Users of this guide may notice several references to the same resources, including the [MSP \(multi-stakeholder partnership\) Guide](#) and accompanying [MSP Tool Guide](#), the [Partnering Toolkit](#), the [SDG Partnership Guidebook](#) and the Presencing Institute's [Theory U](#) tools. While our guide highlights specific tools from these resources that align with key outputs for landscapes, we recommend landscape practitioners draw upon these tools in their entirety, as they address key foundational competencies essential to an LP's success, including facilitation, shared leadership, relationship management and network building, communication, conflict management and negotiation and diversity and inclusion.

For more information and access to ILM guidance and resources, see the 1000L initiative's website at [www.landscapes.global](http://www.landscapes.global) and our online landscape management platform Terraso at <https://terraso.org/>. Terraso provides one way for LPs to stay informed about their progress and access useful information about their landscape, such as remote-sensing land-use data. 1000L will also soon launch group learning resources.



# How to Use This Guide

The Tool Guide equips practitioners in the field with the tools and resources they need to achieve transformational change in landscapes. It should be used as a companion to the [Practical Guide to Integrated Landscape Management](#), which outlines a flexible method to implement ILM. The process has five elements:

1. **Landscape Partnership** – developing a strong, long-lasting coalition of stakeholders in the landscape from across sectors and communities
2. **Shared Understanding** – building a common understanding of the state of the landscape, trends, future scenarios and one another's interests
3. **Vision and Planning** – forging a long-term, inspiring vision and strategy and developing a spatially targeted action plan and landscape finance approach
4. **Taking Action** – coordinating action, developing and financing an integrated landscape investment portfolio and tracking and communicating implementation
5. **Impact and Learning** – measuring landscape impacts, capturing lessons learned and adjusting the landscape strategy and action plan



Figure 1. The ILM Process visualized

Each element is designed to enable LPs to produce up to four concrete outputs to demonstrate progress and provide foundational materials to share with their partners.

The tools in this guide are organized by element and output to allow practitioners to easily find helpful tools and resources necessary for engaging in each of the outlined ILM processes. Each output contains a list of links to tools accompanied by brief descriptions of how LPs may use them. The tools support the development and practice of various skills essential for practicing ILM. They range from extensive partnership guides to mapping software, financial toolkits, monitoring and evaluation frameworks and beyond. LPs should adapt their toolbox to fit their unique needs and purposes.

**Element 1 :**

# Landscape Partnerships

Developing a strong, long-lasting coalition of stakeholders in the landscape from across sectors and communities

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LPs bring different stakeholders together to agree on and pursue a common strategy and achieve resilient, sustainable landscapes. LPs create a space for stakeholders to share information, develop a common understanding of problems and opportunities, negotiate outcomes, build a shared vision for the landscape and collaboratively decide on and implement action plans to manage a landscape's resources sustainably.

The tools in this section assist with forming, engaging with and strengthening an LP. Guidebooks and mapping tools offer guidance on identifying, engaging and collaborating with relevant stakeholders. Frameworks and facilitation tools help users develop an LP agreement. Finally, evaluation and capacities assessment tools allow the partnership to identify areas of success and weakness.



## 1.1 Stakeholder identification and engagement strategy tools

### IIED Stakeholder Influence Mapping

Stakeholder influence mapping is a tool to examine and visually display the relative influence that different individuals and groups have over decision-making. This paper describes one approach to doing stakeholder influence mapping and presents several examples.

### Mapping Social Landscapes: A Guide to Identifying the Networks, Priorities, and Values of Restoration Actors

This guidebook (also mentioned in output 2.2) takes a new approach to environmental governance by focusing on identifying the social capital of actors within the landscapes. It centers on two main approaches: 1) mapping connectivity (the degree to which individuals and organizations are connected) and 2) mapping actors' priorities and values (to reveal the cultural systems behind social networks). By using these two approaches together, LPs can develop a detailed picture of their social landscape which they can draw upon when determining which actors and organizations would be best positioned to contribute to the partnership.

### Partner Assessment Form

This tool provides a series of prompts to inspire those creating a partnership to ask systematic questions of any potential partner to ensure a good fit with the goals and needs of the partnership. This tool should be used as a starting point for exploring a potential relationship by providing a basis for frank discussions with the key

players involved at both senior and operations levels.

### Stakeholder Characteristics and Roles Matrix

This tool aims to analyze the most important stakeholders in a partnership by focusing on their characteristics and roles.

The Partnering Toolbook Stakeholder Mapping Tool

This is another tool designed to identify all the organizations and individuals who may play some role in a potential landscape partnership or should at least be taken into account.

### The SDG Partnership Guidebook Stakeholder Mapping Tool

This tool is designed to identify all the organizations and individuals who need to be taken into account in a potential landscape partnership and who might play some role in the partnership.

## 1.2 Landscape partnership agreement tools

### Designing Comprehensive Partnering Agreements

This guidance note presents a Partnering Agreement Scorecard tool, which offers a structure for generating and assessing an agreement which should fit the initial needs of most partnerships.

### Ground Rules

The aim of this tool is to help create a safe and productive atmosphere for developing a LP agreement.

### Partnering Agreement Template

This tool provides a template for the essential defining elements of the partnership that all partners must agree upon.

## **The Wayfinder Guide Card 2: Agreeing on Principles for Good Practice**

This tool is a work card that suggests useful principles for agreeing on a set of principles for good practice.

### 1.3 Landscape partnership capacity and performance assessment tools

#### **Conditions for Success (C4S) Tool**

The C4S tool aims to review the performance and effectiveness of a partnership. The first theme of the tool is most applicable for this output as it assesses the resources, identities and histories of the actors in the partnership.

#### **How are we doing? A tool to reflect on the process, progress and priorities of your multi-stakeholder forum**

This handbook (also mentioned in output 5.2) provides the background, guidance and facilitation materials necessary to implement How are we doing?, a participatory reflection tool designed to enable multi-stakeholder forums (MSFs) to create the necessary conditions for achieving their goals. The handbook includes several exercises that invite participants to discuss and reflect upon key indicators from their projects. The purpose of this reflection is to learn from the past, consider progress and obstacles to further progress, and collectively plan how to achieve the MSF's goals in the future.

#### **Managing Power Imbalances**

This tool will help partners acknowledge, identify and explore sources of power and design appropriate mechanisms to address, and actions to mitigate, problematic power imbalances.

#### **Partnership Review Template**

This tool is designed for reviewing the partnership to assess whether it is achieving the goals and expectations of the individual partner organizations. It is essentially a 'health check' of the partnership rather than a more formal audit of particular projects or programs the partners have undertaken.

#### **Partnering Roles and Skills Questionnaire**

This questionnaire is designed for individuals involved in partnerships to assess their own partnering skills in order to build confidence about strengths and strategies and to address any weaknesses. It can be used by the partners as a group to build a picture of the competencies within the partnership and to identify which individual is best equipped to undertake which tasks or roles. It can also be a tool for enabling partners to recognize when specific skills might need to be brought in from outside the partnership.

#### **Partnership Health Check**

This tool aims to review the 'health' of the partnership and determine areas for discussion and improvement.

## 1.4. Partnership strengthening strategy tools

### Gender Inclusivity Buckets Book

This booklet provides background guidance for promoting gender inclusivity in project development. It presents 11 gender inclusivity buckets that address key themes essential to ensuring men, women, girls and boys can participate and benefit equally from opportunities, resources and rewards in economic and social development. The booklet can inspire gender mainstreaming on existing projects and at the same time serve as a manual for project development by showing how the gender inclusivity buckets can be translated into project interventions.

### Multi-Stakeholder Collaboration for Systemic Change: A New Approach to Strengthening Farmer Support Systems

This guide encourages and guides governments to develop new partnerships, enable innovation and strengthen financing for farmer support systems for sustainable commodity production. The document includes a practical Diagnosis Scorecard, which provides guidance to sustainable commodity production practitioners from government, civil society and private sector on how to collaboratively assess and strengthen farmer support systems in order to achieve the broader goal of improving livelihoods and protecting vulnerable ecosystems.

### Participatory Gender Training for Community Groups

This manual contains everything required to conduct a three-hour participatory gender training workshop. It guides staff working in agricultural communities to start open dialogues on their gender perceptions through pictures and group discussions. Throughout the training, participants in the training will reflect on their own gender perceptions, critically discuss gender roles at home and in the community, and develop bargaining skills through role play. This manual will enable landscape partners to reflect around their capabilities, value systems and existing practices to make suitable contributions and become effective partners in intervention processes. The activities and discussions in this training arose from science-based learning theories, with the intent of radically flattening predominant top-down communication structures.

### Toward Viable Landscape Governance Systems

This collection of innovations, lessons, and emerging good practices from a community of landscape leaders and practitioners provides the practical elements needed to understand and co-design effective landscape governance systems.

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# Shared Understanding

Building a common understanding of the state of the landscape, trends, future scenarios and one another's interests.

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Landscape stakeholder groups come to the LP with different perspectives based on their own experiences, values, priorities and expertise. Before they begin to negotiate, agree and act on collaborative landscape management plans, they require sufficient knowledge about the landscape as a whole to make informed decisions. Having a shared understanding means that stakeholders understand the landscape—its cultural and natural history, geography, what is happening within its boundaries and why those things are occurring. They also need to consider trajectories of change into the future and comprehend the interests, needs and capacities of other stakeholders.

The tools in this section help LPs accomplish the technical and interpersonal tasks essential to establishing and maintaining a shared understanding. It includes mapping software, environmental data platforms, spatial analysis tools and guides and tools to facilitate and document dialogue.



## 2.1 Map of the landscape boundaries tools

### Terraso

Terraso is an open source tool created through the 1000L initiative to support landscape management. Users who [create a landscape](#) have the option to upload a boundary file or use simple tools to draw one.

### CarryMap

CarryMap is an interactive mapping application that works with all mobile and Windows devices. All app tools including creating and editing features, finding current location, identifying and searching for features are available offline. Users can use Carry Map to trace boundaries as they walk around landscape features.

### Forland

Forland (also mentioned in [output 5.1](#)) is a set of map-based technologies that include mapping, restoration scenarios, support planning, field data integration, alert system and reporting and monitoring. It provides specific frameworks for mapping and monitoring restoration, deforestation and urban expansion projects.

### Google Earth

Google Earth is a computer program that renders a 3D representation of Earth based primarily on satellite imagery. The program maps the Earth by superimposing satellite images, aerial photography, and GIS data onto a 3D globe, allowing users to see cities and landscapes from various angles. Google Earth has a number of tools to record

the features and boundaries of the landscape.

### Mapeo

Mapeo is an open source, local-first map editor that makes it easy for teams to create maps and organize stories and knowledge. The desktop version provides a simple way to draw features of a landscape and export them in an open file standard.

### Spatial Planning and Monitoring of Landscape Interventions: Maps that link people with their landscapes

This guide (also mentioned in [output 5.1](#)) is designed to stimulate the use of maps in cross sectoral collaborations to help locate, design and monitor interventions in rural landscapes. The guide presents eight steps to guide key stakeholders through a spatially explicit landscape planning process aimed at integrating goals for agricultural production, biodiversity conservation and livelihood security.

## 2.2 Context analysis: History, state and trends of the landscape tools

### Aqueduct Floods

This tool (also mentioned in [output 2.3](#)) measures and maps water-related flood risks around the world. It evaluates current and future risks of riverine and coastal flooding, taking into account the impacts that socioeconomic growth and climate change will have. It also allows users to conduct comprehensive cost-benefit analyses to evaluate the value of dike flood protection strategies.

### Crowther Lab

This tool is an interactive map that allows users to explore various environmental and ecological layers. Each map layer in this tool represents the outputs from various models produced by the scientific community providing key data about our ecosystems. The data can be explored by either drawing a polygon around a specific landscape or selecting a country. Users can also compare layers to study correlations between different parameters.

### iSDAsoil

This tool provides soil information at the scale of individual small farms across Africa. The information comes from maps generated at a resolution of 30 meters which encompass 24 billion unique locations across Africa.

### Kumu

This tool makes it easy to organize data like stakeholder relationships, social networks, community assets, systems and concepts into relationship maps that effectively visualize their complexity and overlapping dynamics.

### Mapping Social Landscapes: A Guide to Identifying the Networks, Priorities, and Values of Restoration Actors

This guidebook (also mentioned in [output 1.1](#)) takes a new approach to environmental governance by focusing on identifying the social capital of actors within the landscapes. It centers on two main approaches: 1) mapping connectivity (the degree to which individuals

and organizations are connected) and 2) mapping actors' priorities and values (to reveal the cultural systems behind social networks). By using these two approaches together, LPs can develop a detailed picture of their social landscape which they can draw upon when devising strategies for change.

### Nature Map

This tool is an integrated global map of biodiversity, carbon storage and other nature services designed to support decision making guided by environmental and climate targets. The tool offers freely available global maps of terrestrial biodiversity, carbon stocks and water supply and is designed to guide policies that address the biodiversity loss and climate change in an integrated manner.

### OpenLandMap

This is an open source map displaying the world's environmental data including land cover, vegetation, soil, climate, water, terrain and more. Within a web browser, users can explore the different map layers displaying various environmental themes across the globe and across time. All of the data is also freely available via download.

### Soils Revealed

This is a platform (also mentioned in [output 2.3](#)) for visualizing how past and future management changes soil organic carbon stocks globally. The visualizations are based on soil data, information about the environment and computer simulations over time.

### Sustainable Landscapes Rating Tool

This tool enables a rapid assessment of the key conditions for jurisdictional policies and governance that enable sustainable landscapes. It provides a snapshot of a jurisdiction's capacity to establish and ensure effective functioning of policies, plans, strategies, regulations, monitoring systems and multi-stakeholder platforms, which, collectively, have been found to be important in supporting sustainable landscapes.

### Theory U: Stakeholder Interviews

This tool takes you through the principles, preparation and steps to conduct stakeholder interviews which can, in turn, be used to formulate a detailed history or description of the current state of the landscape from the perspective of key stakeholders.

## 2.3 Future scenarios tools

### Aqueduct Floods

This tool (also mentioned in [output 2.2](#)) measures and maps water-related flood risks around the world. It evaluates current and future risks of riverine and coastal flooding, taking into account the impacts that socioeconomic growth and climate change will have. It also allows users to conduct comprehensive cost-benefit analyses to evaluate the value of dike flood protection strategies.

### IPBES: The methodological assessment report on scenarios and models of biodiversity and ecosystem services

This report from the Intergovernmental Science-Policy Platform on

Biodiversity and Ecosystem Services (IPBES) provides robust future scenarios and models of biodiversity and ecosystem services for all regions of the world. Backed by a review of nearly 15000 scientific publications, this report aims to show how scenarios and models can support future decision making.

### Scenario Planning

This tool uses stories of what could happen in the future with diverse stakeholders in order to help them decide jointly how they want to influence the future. It motivates people to challenge the status quo or get better at doing so by asking "What if?"

### Spatial modeling of participatory landscape scenarios: Synthesis and lessons learned from exploring potential SDG progress in 3 case studies

This synthesis report from PBL, the Netherlands Environmental Assessment Agency, presents lessons drawn from a comparison of cases where spatially explicit modeling tools were applied in a participatory, multi-stakeholder fashion in three distinct landscape planning processes in Tanzania, Ghana and Honduras. The report shows how spatial modeling tools can help to increase awareness among stakeholders about landscape dynamics and the weight of drivers of landscape change and enhance our perception of how these drivers are affecting natural resources in a landscape and the people that depend on them. It also explains how spatial modeling of alternative future scenarios can be a catalyst for building landscape partnerships, and for bringing to the surface and refining stakeholder assumptions, analyses, and negotiations around strategy, production and resource management practices and spatial planning.

## Soils Revealed

This is a platform (also mentioned in [output 2.2](#)) for visualizing how past and future management changes soil organic carbon stocks globally. The visualizations are based on soil data, information about the environment and computer simulations over time.

## Targeted Scenario Analysis (TSA)

TSA is an innovative approach that provides focused direction toward specific sustainable development policy and investment choices for public or private sector actors. It captures and presents the value and the contribution of ecosystem services to sectoral development within a decision-making framework, thereby helping make the business case for sustainable policy and investment choices.

## Theory U: 4D mapping

4D mapping makes visible the current reality in a social system, such as a school system, health care system or government. 4D mapping can be used with groups who are looking to gain new insights about their own system, and with clients who have a case they want to explore using this method.

## 2.4 Assessment of landscape challenges and opportunities tools

### Adjust Group Size

When facilitating interaction between stakeholders in multi-stakeholder partnerships, it is important to always be alert to who is talking. Even if contributions of a few participants are on-topic

and relevant, facilitators need to ensure that the best possible contributions from all participants are heard and considered. This tool helps facilitators ensure a balance of small and full group work to keep everyone engaged and ensure that all participants effectively contribute.

### Climate Smart Agriculture (CSA) Guide: Situation Analysis

The CGIAR Research Program on Climate Change Agriculture and Food Security (CCAFS) developed this site to provide resources and guidance for each step in implementing Climate-Smart Agriculture. The Situation Analysis section provides information on how to develop a shared understanding of the landscape amongst stakeholders and provides additional tools and examples. The tool focuses on quality assessment of the current state of the landscape, and therefore may offer guidance not only for this output, but also for [output 2.2](#), context analysis, history, state and trends of the landscape.

### Document and Summarize

Documenting and summarizing are important habits often taken for granted or not used to their full potential. However, they can play key roles in supporting decision making within partnerships. This tool provides specific steps to ensure documenting and summarizing effectively capture ideas and ease the decision making process within a partnership.

### Prioritize and Ranking

This tool is convenient when trying to prioritize amongst different challenges and opportunities within the landscape. How will you

decide together on which ideas to keep, and which ones to discard? This tool provides various simple yet systematic methods to do this.

### Risk/Opportunity Scorecard

This table is found in the guide, “Public-Private-Civic Partnerships for Sustainable Landscapes” (p. 37, table 5). The table can be used as a template to help identify risks and opportunities that individual stakeholders face. It encourages the user to consider the magnitude, urgency and degree of control that stakeholders have over certain risks or opportunities in the landscape.

### Theory U: Dialogue Interviews

This step-by-step guide (also mentioned in [output 5.2](#)) teaches how to facilitate dialogue interviews and provides several examples to illustrate the process. Dialogue interviews engage the interviewee in a reflective and generative conversation and can be used to prepare for projects, workshops or capacity building programs.

### Theory U: Listening Exercise

In this tool, you’ll find a video in which co-founder of the Presencing Institute, Otto Scharmer, describes four different levels of listening and explains how we can practice these different types of listening to become better leaders.

### Theory U: Guided Journaling

This guided journaling tool (also mentioned in [output 5.2](#)) leads

participants through a self-reflective process during each phase of partnership development. This practice allows participants to access deeper levels of self-knowledge and to connect this knowledge to concrete actions. It can be used with groups of any size.

### The Wheel of Multiple Perspectives

By encouraging group members to rotate between roles, this tool helps groups see an issue from as many vantage points with as many nuances as possible. It is especially helpful when trying to consider diverging perspectives with regard to what is considered a challenge or an opportunity.

### Visual Reminders

A visual reminder is a generic name for a framework, diagram, or illustration that can help to capture and communicate complex issues. They are often used to help individuals clarify their own thinking or help a group of people understand what is being discussed and agreed upon.



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### Element 3

## Vision and Planning

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Forging a long-term, inspiring vision and strategy and developing a spatially targeted action plan and landscape finance approach.

Visioning and planning are collaborative efforts that help LPs lay out their desired future and design a roadmap for implementing ILM. Stakeholders negotiate how to work together to address problems and their root causes and leverage unrealized opportunities in the landscape. A critical role for LP facilitators is to advance negotiations that have been informed by analyzing challenges and opportunities and ensuring that all stakeholders hear each other despite power differences.

The tools in this section help LPs develop short-term action plans and a long-term vision and strategy. It includes theoretical explanations of change processes, frameworks and organizational templates to put theory into practice. It also contains guides and worksheets for developing a landscape finance strategy.



### 3.1 Shared vision for a thriving landscape tools

#### Inspiration: The story of alvelal's 20-year vision creation

This story recounts how a diverse group of representatives in Spain's Altiplano landscape came together to form a 20-year vision. It explains how they imagined what a future for their landscape could look like through a 2-day workshop held in 2014.

#### Setting Goals and Objectives

This guide section explains how to incorporate goal setting in the visioning process to help guide stakeholders in exploring the changes needed to realize the vision. It gives the example of the ISLA landscape in Kenya whose LP developed actionable goals to realize its landscape vision.

#### Visioning Tool

This tool brings stakeholders together to develop a shared vision of the future. It can be adapted to help answer the question: "What do we want to see in place 20 years from now in this landscape partnership?"

#### Why 20+ years?

This guide provides a clear explanation and case study demonstrating why landscape management must happen over the long term. It explains that for transformative change, landscape partners should expect to work on at least a two-decade timetable because although short-term action is critical to give people confidence, landscapes can only generate finance, reduce risks, create synergies, and establish

coherent and stable management through long-term thinking.

### 3.2. Landscape strategy with targets (long-term) tools

#### 4 Returns Theory of Change Template

This template provides a series of questions to help LPs set up a Theory of Change for their landscape. A Theory of Change is essentially a comprehensive description and illustration of how and why the desired change is expected to happen within a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then working back from these to identify all the conditions (outcomes) that must be in place (and how these relate to one another causally) for the goals to occur.

#### A Landscape Perspective on Monitoring and Evaluation for Sustainable Land Management

This manual (also mentioned in [output 5.1](#)) contains guidance and resources to assist trainers of adult sustainable land management professionals in organizing and conducting effective courses on monitoring and evaluation from an integrated landscape management perspective. It is organized into units and modules that enable the training team to select content they consider most relevant to the programs, training needs and learning objectives they seek to address. Units 2, Landscape Planning & Monitoring

for Sustainable Land Management, and 3, Landscape Leadership for Sustainable Land Management, are most helpful for the long-term strategy development process as they provide context and guidance on understanding key stakeholders and developing ILM interventions.

### [Climate Action Planning Guide](#)

This guide introduces the concepts behind climate action planning and provides the framework for developing a successful Climate Action Plan (CAP) to reduce greenhouse gas (GHG) emissions. An effective CAP provides a comprehensive strategy for reducing GHG emissions across all sectors while supporting community goals for environmental health, economic prosperity, and quality of life. This guide can help LPs integrate climate considerations and targets into their strategy for the landscape.

### [Four Quadrants of Change Framework](#)

The aim of this tool is to help participants consider what kind of change strategies are being used in the MSP, and which strategies might be missing. This tool can be used in different stages of an MSP, but particularly at a moment when strategies for change are discussed. It helps to generate conversations which bring out the essence of participants' notions of change.

### [Make a Visual Theory of Change](#)

This tool provides guidance and examples to help stakeholders visualize a Theory of Change. It intends to help partnerships visualize their goals and determine the steps and actions needed to achieve

### [USAID Learning Lab: What is this thing called 'Theory of Change'?](#)

This article defines a Theory of Change, explains the general steps for developing one and explains its key features. It also includes additional resources and graphics to advance learners' understanding of different types of Theories of Change.

### 3.3. Landscape Action Plan (short-term) tools

#### [Collaborative Change: A Communication Framework for Climate Change Adaptation and Food Security](#)

This guide provides a preliminary framework for strengthening the capacity of development organizations and programs to address the communications aspect of challenges related to climate change and food security. It explains how the design and use of participatory communications processes, strategies and community media to share information among relevant stakeholders in an agro-ecological context can encourage attitudes and practices that promote resilience and offer livelihood options to cope with climate change.

#### [Communication for Rural Development: Guidelines for Planning and Project Formulation](#)

This manual provides step-by-step guidance to assist in the effective planning and implementation of Communication for Development (ComDev) activities. ComDev rests on the premise that sustainable development and social change cannot happen without the conscious and active participation of stakeholders at every stage of a development process.

It combines a range of participatory methods and media to ensure more equitable access to information, knowledge sharing and inclusive decision-making for farmers and rural communities.

### Community-Based Agricultural Development Planning

This manual aims to provide practitioners basic information and tips on how to plan, implement and monitor a Community-Based Agricultural Development Plan (CADP). A CADP is an action plan: 1) that engages the whole community over several years, 2) that is negotiated and implemented by the local community and district extension agents together, 3) that seeks the support of multiple partners/projects for implementation, and 4) that provides clear indicators to monitoring implementation and impacts. It is an adaptive learning process in which the planning, implementation and monitoring activities are highly interrelated.

### Logical Frameworks

A logical framework sets out the basic structure of a project in a four by four matrix and can be used to guide both project preparation and monitoring and evaluation. This guide explains the key parts of a logical framework and provides case studies and checklists to help partners understand how to apply them to their own projects.

### Timeline

This tool describes a variety of uses for timelines including mapping moments and metrics, highlighting developments and guiding reflections among historical trends. It goes on to provide guidance on how to facilitate the development of a timeline amongst stakeholders in the partnership.

### Work Plans

Designed to be used in conjunction with a logical framework or pre-designed project, a work plan demonstrates how the project activities will be operationalized, provides the basis for preparing the project budget and ensures efficient use of resources and time. This tool explains the four key steps of a work plan and provides case studies to demonstrate how work plans can apply to specific projects.

## 3.4. Landscape finance strategy tools

### BioFin Catalogue of Finance Solutions

This online “catalogue” is a comprehensive list of instruments, tools and strategies that are applicable to the field of biodiversity finance. Each catalogue entry is a mechanism or “finance solution” and includes a brief description as well as links to guidance material or case studies. The searchable catalogue below provides a listing of all solutions profiled.

### BioFin: Steps 6.3-6.5

These three steps from UNDP’s Biodiversity Finance Workbook intend to help stakeholders identify, prioritize and analyze the feasibility of finance solutions. Step 6.3 defines a finance solution and provides strategies and guidance for identifying finance solutions that stakeholders may compile into a comprehensive list of available options. Step 6.4 provides a framework, criteria and tips for effectively assessing and prioritizing finance solutions.

Step 6.5 guides stakeholders through the process of analyzing the feasibility of the finance solutions identified in step 6.4 and incorporating them into an initial design.

### **Landscape Assessment of Financial Flows Phase 1**

This practical two-phase approach (also mentioned in [output 4.4](#)) helps stakeholders identify sources of finance for new investment ideas, find the current financial flows that are most in need of transformation, and/or better understand the elements of a landscape's financial context that require support. Phase 1 focuses on characterizing the landscape economy through stimulating and informed discussion key to developing a landscape finance strategy.

### **Land-use Finance Tool**

The Land-use Finance Tool is a diagnostic tool that enables a quantitative and qualitative analysis of the alignment of public and private spending with climate and forest objectives. The Tool is a set of guidelines, templates and training materials to assist the analysis of the life cycle of financial flows.

### **Landscape Investment Finance Toolkit**

The Landscape Investment and Finance Toolkit (also mentioned in [output 4.4](#)) comprises a set of modules that help landscape initiatives define, develop and find finance for their landscape priorities. The tool guides you through a process to find the types of investors that might be interested in your landscape-specific business cases and develop pitch materials to acquire that finance successfully.



## Element 4 :

## Taking Action

Coordinating action, developing and financing an integrated landscape investment portfolio and tracking and communicating implementation

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Implementing the LP's action plan effectively requires proactive leadership by the LP. The partnership may need to mobilize financial and human resources as well as stakeholder knowledge and skills. Shared leadership involves delegating oversight roles to different stakeholder groups based on their expertise. This approach encourages involvement, creates a stronger sense of ownership and helps to rebalance inequitable power dynamics.

Successful implementation also requires efforts to sustain stakeholder attention and maintain momentum since some actions may not bear fruit for many years. Robust internal and external communication strategies are critical to maintain stakeholder interest and attract new partners. It is also essential to organize regular LP meetings to provide opportunities to assess progress, discuss coordination needs and ways to maximize synergies, mitigate tradeoffs and mediate conflict.

The tools in this section help LPs understand the underlying principles of and execute effective project management, partner engagement and internal and external communication and financial planning strategies. It includes project management and collaboration platforms, guidebooks on maintaining and expanding stakeholder engagement, exercises for developing narrative stories about the landscape and comprehensive guidance on managing a landscape investment portfolio.



## 4.1. Action plan tracker tools

### Basecamp

Basecamp is an online collaboration application that lets people manage their work and communicate with one another all in one place. LPs can use it to keep track of all the tasks, deadlines, files, discussions, and announcements that happen in the landscape. The application has a paid and free version. The free version limits the number of projects, users and storage space a team can access.

### Miradi

Miradi uses multiple analysis tools, data views, reports, and common examples from conservation, or 'building blocks', to help conservation teams practice good, evidence-based conservation from the project to the program scale. It combines elements of commonly used tools like flowcharts, project planning tools, spreadsheets, accounting tools and maps to help practitioners manage their work in one place that all team members and stakeholders can access.

### ProjectFirma

ProjectFirma is a community-driven, open-source project tracking platform. It has highly customizable web and mobile tools that help regional initiatives and partnerships coordinate efforts and quantify their collective impact. It has already been used to track a variety of projects including forest health, water quality, habitat restoration, species conservation, regional planning, outreach and education, scientific research and environmental monitoring and compliance.

### Trello

Trello is a visual work management tool that empowers teams to manage any type of project, workflow or task tracking in an organized and collaborative way. It is user friendly and easily adaptable to a variety of new or existing projects. The free version contains most key functions and is suitable for individuals or small teams.

### WeKan

WeKan is a completely open-source and free online management tool that represents tasks visually through cards. Similar to Trello, it allows users to create boards, on which cards can be moved around between a number of columns. Boards can have many members, allowing for easy collaboration.

## 4.2 Communications Strategy

### Communicating Beyond the Partnership

This chapter from Talking the Walk helps partnerships identify their external audience and determine when and how to communicate with them to achieve desired goals.

### Communicating Within the Partnership

Talking the Walk is a toolbox that aims to enable partnership practitioners to understand the importance of good communication to their work and to help them develop techniques to improve their communication. This chapter presents good practices, strategies, and tips for effectively communicating with the various stakeholders involved in a partnership.

## Getting Organised

This section of the MSP Guide provides guidance on five key areas necessary for guiding operational decisions and maintaining stakeholder relationships once an MSP has begun operating.

### 4.3 Landscape narratives tools

#### Appreciative Storytelling

Appreciative Storytelling is a tool which seeks to document things that are going well in a partnership and increase positive sharing, common ground and pride amongst stakeholders. Achieved through intentional interviews to collect positive stories, appreciative interviewing encourages participants to take a positive perspective by rediscovering and reorganizing what is going well rather than focusing on problems.

#### Explorer.land's storytelling guide

Explorer.land designed this storytelling guide to inspire communicators of landscape projects to tell their story in a dynamic way, using maps, data, photos and imagery, video, timelines, biographies and more.

#### Sharing Good Experiences

This section of the Partnering Toolkit helps partnerships identify audiences and presents an example story about a successful initiative. The associated tool, Case Study Template, also provides several questions that can be used to conduct an interview with a member of the LP with an eye toward sharing the story with others.

#### The Barefoot Guide Approach to Writing Stories of Practice

This short guide explains how stories can be used to tell honest and meaningful accounts of development experiences that reveal not just the outside successes, but also the inside story of what unfolded during the process. It provides several guiding questions to assist stakeholders in accessing the inner story.

#### Whole Landscapes, Whole Communities: Working with Nature to Heal, Transform and Generate Landscapes

This mini Barefoot Guide is an introduction to the Seed and Knowledge Initiative and its partners' journey of landscape-level work with communities in Southern Africa. It can serve as an example of a compelling story that includes maps, dialogue, illustrations, definitions and narrative storytelling.

## 4.4. Landscape Investment portfolio tools

### Attracting Private Investments for Sustainable Landscapes: A Guide

This guide aims to support project organizers in identifying and enabling investment opportunities in support of sustainable landscape goals. The guide focuses on designing investments in landscape finance projects where investment opportunities in companies or projects have (the potential for) a bankable business case and are driven by committed project developers, and that support biodiversity, sustainable land management, and climate change adaptation and/or mitigation. Guidance and tools are provided for project organizers to identify such projects: supporting landscape actors in transforming landscape projects into landscape finance projects, and supporting project developers in making them investment ready.

### Bankable Nature Solutions

This document provides guidance on developing bankable projects that lead to improved environmental and climate outcomes. It aims to help users underway in understanding bankable nature solutions and help them to start identifying and developing their own bankable nature solution projects.

### Convergence Matchmaking Platform

The Convergence Matchmaking Platform gives members access to a dedicated pipeline of fundraising blended finance deals. Members can post deals they are sponsoring, advising, or investing in. Member

institutions include private investors looking to diversify their portfolios, businesses seeking capital, as well as public agencies and philanthropic foundations looking to make their funds go further.

### Landscape Assessment of Financial Flows

This practical two-phase approach (also mentioned in output 3.4) helps stakeholders identify sources of finance for new investment ideas, find the current financial flows that are most in need of transformation, and/or better understand the elements of a landscape's financial context that require support. Phase 2 focuses on identifying and characterizing key financial flows within the landscape and evaluating the impacts of these flows on landscape objectives. By understanding these financial flows, and the related mechanisms of financial governance, the LP will be better able to determine how they can most effectively use and adapt these sources and mechanisms to achieve landscape goals.

### Landscape Investment Finance Toolkit

The Landscape Investment and Finance Toolkit (also mentioned in output 3.4) comprises a set of modules that help landscape initiatives define, develop and find finance for their landscape priorities. The tool guides you through a process to find the types of investors that might be interested in your landscape-specific business cases, and develop pitch materials to successfully acquire that finance.

### TerraMatch

TerraMatch is a matchmaking tool that uses an algorithm to pair funders' preferences, from geography to type of land and more, with vetted projects that get the right trees in the ground.

**Element 5 :**

# Impact and Learning

Measuring landscape impacts, capturing lessons learned and adjusting the landscape strategy and action plan

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LP members need a way to assess their progress in reaching short-term goals and realizing the long-term vision. This requires developing a practical, transparent learning and impact monitoring system that can help assess landscape activities outcomes against agreed-on indicators of holistic landscape-level impact. Landscape-scale impact assessment also supports ongoing learning about ways to adapt and improve the effectiveness of different management interventions. These kinds of reviews can also demonstrate the value of the LP and ILM to policymakers, investors and other actors.

This section includes tools that help LPs understand, apply and share the results of monitoring and evaluation interventions from an ILM perspective. Guidebooks and manuals offer theory, guidance, examples and customizable frameworks for effectively monitoring and assessing progress within the landscape. Mapping tools support the assessment of various quantifiable indicators, while reflection exercises help LPs examine their interpersonal experiences to foster healthier and more productive partner relationships and dynamics.



## 5.1 Results and analysis of impact tools

### [4 Returns Monitoring in Practice: A Guidebook](#)

This guide (also mentioned in output 5.2) teaches practitioners the basics of monitoring and reporting on long-term 4 Returns (inspiration, social capital, natural capital, and financial capital) impacts in holistic landscape restoration. By reading this guide, you will get the basic information you need to set up your monitoring systems, structures and processes for 4 Returns landscape restoration.

### [A Landscape Perspective on Monitoring & Evaluation for Sustainable Land Management: A Trainer's Manual](#)

This manual contains guidance and resources to assist trainers of adult sustainable land management professionals to organize and conduct effective courses on monitoring and evaluation from an integrated landscape management perspective. It is organized into units and modules that enable the training team to select content they consider most relevant to the programs, training needs and learning objectives they seek to address in conducting a course on monitoring and evaluation in sustainable land management.

### [Forland](#)

Forland (also mentioned in output 2.1) is a set of map-based technologies including mapping, restoration scenarios, support planning, field data integration, alert system and reporting and monitoring. It assists landscapes in testing the impact of potential landscape scenarios, selecting the best scenarios for the landscape and evaluating and sharing progress with partners.

### [LandScale](#)

LandScale is a system for assessment and communication of landscape sustainability performance created for landscape partnerships, investors, project developers, government and sustainable business. It allows LPs to customize a ready-to-use framework tailored to their unique monitoring and reporting needs to help them make better landscape management, investment, sourcing and communication decisions.

### [Landscape Assessment Framework: Concept and Guidelines](#)

The Landscape Assessment Framework is a structure for measuring, monitoring and communicating the sustainability of a landscape based on existing metrics and datasets.

### [Spatial Planning and Monitoring of Landscape Interventions: Maps to Link People with Their Landscapes](#)

This guide (also mentioned in output 2.1) is designed to stimulate the use of maps in cross-sectoral collaborations to locate, design and monitor interventions in rural landscapes. The guide aims to provide users and other practitioners engaged in the management of landscapes with a knowledge product that will help convene multiple stakeholders for the coordinated planning and monitoring of investments that lead to sustainable benefits.

### [Understanding EcoAgriculture: A Framework for Measuring Landscape Performance](#)

This framework provides an approach to measuring the performance of entire landscapes with respect to the goals of ecoagriculture.

## 5.2 Reflection and learning summaries tools

### [4 Returns Monitoring in Practice: A Guidebook](#)

This guide (also mentioned in output 5.1) teaches practitioners the basics of monitoring and reporting on long-term 4 Returns (inspiration, social capital, natural capital, and financial capital) impacts in holistic landscape restoration. By reading this guide, you will get the basic information you need to set up your monitoring systems, structures and processes for 4 Returns landscape restoration.

### [How are we doing? A tool to reflect on the process, progress and priorities of your multi-stakeholder forum](#)

This handbook (also mentioned in output 1.3) provides the background, guidance and facilitation materials necessary to implement *How are we doing?*, a participatory reflection tool designed to enable multi-stakeholder forums (MSFs) to create the necessary conditions for achieving their goals. The handbook includes several exercises that invite participants to discuss and reflect upon key indicators from their projects. The purpose of this reflection is to learn from the past, consider progress and obstacles to further progress, and collectively plan how to achieve the MSF's goals in the future.

### [Making Evaluations Matter: A Practical Guide for Evaluators](#)

This guide provides a basic foundation on how to make evaluations more useful. It aims to improve understanding of conceptual issues and the way evaluations can contribute to changing mindsets and empowering stakeholders. On a practical level, the guide presents

core guiding principles and pointers on how to design and facilitate evaluations that matter. It also shows how to get primary intended users and other key stakeholders to contribute effectively to the evaluation process.

### [Outcome Mapping \(OM\)](#)

This site offers several guides and briefs on outcome mapping, a methodology for planning and assessing development programming that is oriented towards change and social transformation. Outcome mapping provides a set of tools to design and gather information on the outcomes of the change process. It can help LPs learn about their influence on the progression of change within the partnership, and therefore promote more systematic and pragmatic reflection on their process and help them better manage their strategies to achieve desired outcomes.

### [Retrospectives](#)

This online tool and associated [guide](#) from Parabol help teams conduct retrospectives, regularly recurring meetings during which they can review and reflect upon their work. The retrospectives tool provides capabilities like anonymous commenting and voting, action-item tracking and templates to help teams determine what's going well, what's not going well and what can be improved in their projects.

### [Theory U: Dialogue Interviews](#)

This step-by-step guide (also mentioned in output 2.4) teaches how to facilitate dialogue interviews and provides several examples to

illustrate the process. Dialogue interviews engage the interviewee in a reflective and generative conversation and can be used to prepare for projects, workshops or capacity building programs.

### **Theory U: Guided Journaling**

Guided journaling (also mentioned in output 2.4) leads participants through a self-reflective process during each phase of partnership development. This practice allows participants to access deeper levels of self-knowledge and to connect this knowledge to concrete actions. It can be used with groups of any size.



# Foundational Resources, Frameworks and Guides on ILM

## [The Little Sustainable Landscapes Book](#)

The Little Sustainable Landscapes Book aims to clarify and disseminate sustainable landscape management methods, and to catalyze their implementation across private and public sectors worldwide. The book summarises current developments in landscape management, makes recommendations on policy, and explains the importance of landscape initiatives in achieving global goals related to sustainable development.

## [The 4 Returns Framework for Ecosystem Restoration](#)

The 4 Returns Framework for landscape restoration described in this report is a practical tested system-change framework that can be used by stakeholders to undertake a landscape approach. The framework seeks to balance competing stakeholder demands in a mosaic of different management approaches and business cases, to supply a full range of inspirational, natural, social and economic returns.

## [Public-Private-Civic Partnerships for Sustainable Landscapes: A Practical Guide for Conveners](#)

The Practical Guide shares various organizations' experiences in developing multi-stakeholder initiatives with strong private sector engagement and effective governance systems beyond farm level. It explicitly touches upon some of the tricky challenges of landscape coalitions, like addressing stakeholders' different perspectives about the landscape, coordinating action at multiple scales, and aligning business motivations with those of other stakeholders.

## [Sustainable Landscape Approach: Implementation Guidebook](#)

This guidebook provides an overview of the sustainable landscape approach and has been developed to promote the application of a consistent approach by practitioners.

## [Ten Principles for a Landscape Approach to Reconciling Agriculture, Conservation and Other Competing Land Uses](#)

This publication provides 10 summary principles to support implementation of a landscape approach as it is currently interpreted. These principles emphasize adaptive management, stakeholder involvement, and multiple objectives.

**Do you know of a tool that you think we should add to this guide? If so, email [1000landscapes@ecoagriculture.org](mailto:1000landscapes@ecoagriculture.org).**

